

Cohen's Defense Reform Initiative Report

What's Ahead for Acquisition Education, Training, and Professional Development?

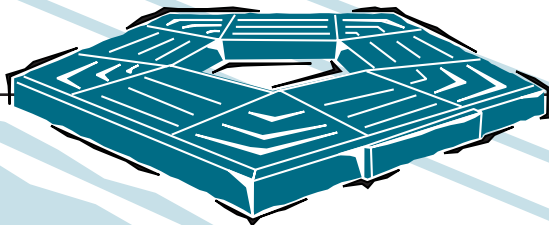
Editor's Note: The following text contains excerpts from Secretary of Defense William S. Cohen's November 1997 Defense Reform Initiative Report. These excerpts discuss a Secretary of Defense Reform Decision and an ongoing Department action designed to elevate acquisition education, training, and professional development to world-class educational standards. Access the full report at <http://www.defense link.mil/pubs/dodreform/report.html> on the World Wide Web.

Defense Reform Initiative Report

November 1997

Chapter 2, Changing the Organization, pp. 20-21

SECDEF REFORM DECISION: *Establish a Chancellor for Education and Professional Development to raise the quality of civilian training and professional development to world-class standards and ensure that by January 1, 2000, no course is offered to DoD civilian employees unless certified by a recognized accreditation authority.*



World-class Education

The American military has proven itself to be the finest fighting force in the world. Thus, it is with good reason that the Department considers itself to be a world-class organization. But it is a world-class organization despite rendering second-rate education, training, and professional development to its civilian employees. Among the lessons of corporate America is that every successful organization finds its people to be its most important asset, and reflects their importance in a strong, corporate-sponsored program of continuous training and professional development. DoD has many educational programs and institutions, but their quality is mixed. Only one-fifth of OSD-sponsored educational institutions are accredited by a recognized academic accreditation association, and only five of 37 educational and professional development programs have at least some courses certified for college credit by the American Council on Education. Faculties are often not challenged, and students are not inspired.

A world-class organization must aspire to world-class educational standards. Accordingly, the Department will establish a Chancellor for Education and Professional Development to develop and administer a coordinated program of civilian professional education and training throughout the Department; establish standards for academic quality; eliminate duplicative or unnecessary programs and curriculum development efforts; and ensure that DoD education and training responds to valid needs, competency requirements, and career development patterns. In particular, the Chancellor will be charged with ensuring that by January 1, 2000, every DoD institution will be accredited or actively pursuing accreditation, and no educational program or course will be taught unless it is fully certified by recognized accreditation authorities for each respective field. To achieve this goal, one of the Chancellor's first initiatives will be to institute a system of performance evaluation for every faculty member, course, and program.

The Chancellor will operate through a consortium of DoD institutions offering programs of professional development (similar to the approach currently used by the Defense Acquisition University). Membership in the consortium will be mandatory for DoD institutions offering training and professional development programs; however, the initial focus will be on those elements of professional education under the cognizance of OSD staff offices. At the same time, the Chancellor will seek to open in-house programs to competition by the private sector to ensure that DoD training and professional development programs offer value to the Department, as well as quality.

Since these are managerial as distinct from policy-making functions, the Chancellor for Education and Professional Development will not be assigned to OSD, but to the National Defense University. However, he or she will operate independently of the President of the University and will report to the Secretary of Defense through the Under Secretary of Defense (Personnel and Readiness), who is responsible for exercising overall policy oversight of military and civilian training and professional development throughout the Department.

Defense Reform Initiative Report

November 1997

Appendix C-3, Acquisition & Technology Secretariat,
pp. 62-63

(Appendix C-3 provides further discussion of the decision described earlier in this article.)

DEPARTMENT ACTION: *Transfer management of the Defense Acquisition University (DAU) and the Defense Systems Management College (DSMC) to the National Defense University (NDU) with oversight by the new Chancellor of Education and Professional Development.*

The DAU provides professional education and training for DoD civilian and military acquisition personnel by coordinating DoD acquisition education and training programs throughout the Department to meet the career development requirements of the acquisition community. The DAU includes the DSMC, which conducts advanced courses of study, and conducts research and studies in defense acquisition management. The DAU and DSMC are organizationally located in the Defense Logistics Agency for administration and support. The President, DAU reports to the USD(A&T), who exercises managerial control and supervision through the Director for Acquisition Education, Training, and Career Development (AET& CD). The Commandant, DSMC reports to the President, DAU.

In accordance with the effort to remove operational functions from OSD and in keeping with the establishment of a Chancellor for Education and Professional Development at the NDU, the DAU, the DSMC, and the Director (AET&CD) are being transferred to the NDU. The duties of the President, DAU and the Director, AET&CD will be consolidated, and the incumbent of this new position will report to the Chancellor.

